Organizational Chart Post Conversion Transaction

Exhibit B-3

Foundation Shareholder

Foundation Shareholder 100% of the initial New PREMERA stock; 100 % voting interest is held in a Voting Trust* **New PREMERA Corp.** New Premera Corp. is the ultimate controlling person and owns 100% of voting securities of New PBC New Premera Blue Cross Corp. (New PBC), authorized to transact business as a health care service contractor New PBC owns 100% of voting securities of Premera Blue Cross Blue Shield of Alaska Corp., PremeraFirst, WAGS and MSC Life Washington-Alaska Group PremeraFirst, Inc., used as an Services, Inc. (WAGS), transacts agent for contracting with providers business as an insurance sales agency Premera Blue Cross Blue Shield of Alaska Corp., WAGS owns 100% of voting securities of **MSC Life Insurance Company** LWWA, SWL, LW Admin., an Alaska for profit stock insurance company (MSC Life), authorized to transact NorthStar, New Quality Solutions and LWOR authorized to transact health insurance life and disability insurance New LifeWise Health Plan of LifeWise Administrators, Inc. **New Quality Solutions**, LifeWise Health Plan of Oregon, Inc. provides investigation and (LW Admin.), provides (LWOR), an Oregon for profit stock Washington (LWWA), authorized to transact the business as consolidated billing and recovery services to health plans and insurance company authorized to transact a health care service contract collection services to affiliates self-funded employer benefit plans life and health insurance

States West Life Insurance

Company (SWL), authorized to transact life and disability insurance

NorthStar Administrators, Inc.

(NorthStar), transacts business as a third party administrator

Owns 100% of voting securities of WBA

Western Benefits Administrators, Inc. (WBA), an Oregon for profit corporation that is inactive

- * Foundation Shareholder and the Trustee of the Voting Trust have submitted a disclaimer of ultimate control.
- ** Unless otherwise noted, all entities are Washington corporations under Chapter 23B RCW.